

CEHR-E Engineer Circular 690-1-697	Department of the Army U.S. Army Corps of Engineers Washington, DC 20314-1000	EC 690-1-697 5 April 1999
	EXPIRES 31 MARCH 2001 Civilian Personnel PROGRAMS AND PROJECT MANAGEMENT POSITION CLASSIFICATION AND STAFFING GUIDANCE	
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CEHR-E

DEPARTMENT OF THE ARMY
U. S. Army Corps of Engineers
Washington, D C. 20314-1000

EC 690-1-697

Circular
No. 690-1-697

5 April 1999

EXPIRES 31 MARCH 2001
Civilian Personnel
PROGRAMS AND PROJECT MANAGEMENT
Position Classification and Staffing Guidance

1. Purpose. This circular consolidates existing position classification and staffing guidance covering positions involved in MSC Programs Management functions and district Programs and Project Management functions. This guidance also provides standard/model job descriptions, a definition of specialized experience, and a job analysis for many of these positions at the district level.

2. Applicability. This circular is applicable to USACE commands having responsibility for Programs and Project Management functions

3. References.

a. Memorandum, CEHR-ZE, subject: Recruitment for Program Manager, GS-340 series, dated 6 February 1998 (Appendix A).

b. Memorandum, CEHR-E, subject: Deputy for Programs and Project Management, dated 20 March 1998 (Appendix B).

c. Memorandum, CEHR-E, subject: Deputy for Programs and Project Management Positions, dated 29 May 1998 (Appendix C).

d. Memorandum, CEHR-E, subject: Programs and Project Management Positions, dated 7 July 1998 (Appendix D).

e. Memorandum, CEHR-E, subject: Combination of Planning and Program/Project Management Organizations, dated 21 December 1998 (Appendix E).


4. The guidance in the referenced memoranda, which are enclosed, and are also available on the Human Resources Directorate web site on the HQ USACE home page (www.hq.USACE.army.mil/cehr/mainhr.htm), was issued to facilitate and assure consistency in the classification and

EC 690-1 -697
5 April 1999

staffing of positions in Programs and Project Management organizations. This circular, which consolidates the classification and staffing guidance, is transitional in nature, to be republished or rescinded as required.

FOR THE COMMANDER:

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SUSAN DUNCAN
Director of Human Resources

APPENDIX A

CEHR-ZE

6 February 1998

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Recruitment for Program Manager (GS-340 Series)

1. When life cycle project management was implemented in the Army Corps of Engineers, our senior position was classified in the GS-340 Series with a title of Program Manager (Engineering & Science). This was based on the belief that experience in one of the engineering and scientific disciplines would be a primary requirement for this key position. It was included in CP18 coverage, and we have been using the central referral inventory for recruitment.
2. Now that we are in a better position to evaluate the requirements of the position, we find that recruitment for this position would be better served by making it a more general Program Manager, GS-340 Series, without the specialized experience requirement. Accordingly, I have asked my staff to take steps to move this position from CP18 coverage. This will mean that recruitment actions for these vacancies will be handled by the Civilian Personnel Operations Centers (CPOC), and that interested candidates will apply directly to vacancy announcements. We are working on a standard position description and uniform recruitment plan which we will provide to USACE managers in order to achieve some consistency. This change will be effective 1 April 1998.
3. I urge you to take action now to publicize this important change to your workforce. We will, of course, notify each current registrant in our CP18 central inventory. If you have questions, please feel free to contact Mrs. Louise Crowell of my staff at 202-761-0826, DSN 763-0826.

/S/

JOE N. BALLARD
Lieutenant General, USA
Commanding

CEHR-ZE

SUBJECT: Recruitment for Program Manager (GS-340 Series)

DISTRIBUTION:

ASA(M&RA)

COMMANDERS

U.S. ARMY CORPS OF ENGINEERS MSC AND DISTRICTS

U.S. ARMY CRIMINAL INVESTIGATION COMMAND

U.S. ARMY EUROPE AND SEVENTH ARMY

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U.S. ARMY TRAINING AND DOCTRINE COMMAND

U.S. TOTAL ARMY PERSONNEL COMMAND

EIGHTH U. S. ARMY, SEOUL, KOREA

MILITARY TRAFFIC MANAGEMENT COMMAND

OFFICE, SECRETARY OF THE ARMY, P&ES-W

SUPERINTENDENT, U.S MILITARY ACADEMY

CF:

FUNCTIONAL CHIEF REPRESENTATIVES

HQDA (SAFM-ZC), ATTN: MR. GINNETTI CP-11

HQDA (SAIL-ESOH) ATTN: MR. FATZ CP-12

HQDA (DALO-SMZ-B), ATTN: MR. PYBUS CP-17

HQDA (SAPA-PM), ATTN: MR. DONOVAN CP-22

HQDA (DAIM-FDH), ATTN: MR. STEFANIDES CP-27

HQDA (SAMR-SFEOA), ATTN: MR. SANTIFUL CP-28

HQDA (SAMR-FMMR), ATTN: MR. SPIEGEL CP-26

HQDA (DALO-TSZ-C), ATTN: MR. NEAL CP-24

HQDA (SAIS-ID), ATTN: MR. BORLAND CP-34

CDR, U.S. ARMY MATERIEL CMD, ATTN: MR. MILLS CP-13

U.S. ARMY CONTRACT SUPT AGENCY, ATTN: MS. MORSE CP-14

U.S. ARMY TRAINING AND DOCTRINE CMD, ATTN: MR. SEGER CP-32

U.S. TOTAL ARMY PERSONNEL CMD, ATTN: MS. STOKOPF CP-31

APPENDIX B

CEHR-E (690-500)

20 March 1998

MEMORANDUM FOR COMMANDERS/DIRECTORS, USACE COMMANDS

SUBJECT: Deputy for Programs and Project Management Positions

1. Reference memorandum, CEHR-E, subject: Model Job Descriptions for Deputy District Engineer for Programs and Project Management, dated 30 December 1993, which is rescinded.
2. Review of qualification requirements for subject positions after several years of experience has led to a decision to remove the emphasis on technical engineering and science and to emphasize the need for broader program management knowledge and skills. This has led to a necessary revision to the model job descriptions issued by the referenced memorandum.
3. Enclosed are standard job descriptions, with supporting evaluation statements, for GS-15 and GS-14 Deputy for Programs and Project Management - Chief, Programs and Project Management Division positions at the district level. These descriptions replace the descriptions forwarded with the referenced memorandum and change the organizational and official titles of the positions. The new descriptions should be applied upon receipt, but not later than 15 May 1998. A standard job analysis which identifies the definition of specialized experience and knowledges, skills, and abilities for use in advertising and filling these positions is also enclosed. Other supervisory positions in Programs and Project Management organizations should also be classified in the GS-340 series and filled through merit promotion procedures.

/S/

Encls

JOE N. BALLARD
Lieutenant General, USA
Commanding

Definition of Specialized Experience for Deputy for Programs and Project Management Positions

Experience comparable to the next lower grade in providing leadership in establishing and maintaining effective management processes and work environment conducive to effective integration of technical functions with the programs and project management business practices. Examples of technical functions include any or all of the following categories; general water resource development projects, vertical construction and associated infrastructure, and environmental restoration projects.

/B/

/S/ 19 March 1998

Approved

JOE N. BALLARD/DATE

Enclosure B1

APPENDIX C

CEHR-E (690-500)

29 May 1998

MEMORANDUM FOR COMMANDERS/DIRECTORS, USACE COMMANDS

SUBJECT: Deputy for Programs and Project Management Positions

1. Reference memorandum, CEHR-E, dated 15 March 1998, subject: Job Descriptions for Deputy for Programs and Project Management (DPM) Positions.
2. The subject memorandum identified an overlap between those job descriptions and guidance concerning resource management functions which were issued in March. An extension on implementation of the job descriptions was approved to allow time for resolution.
- 3.. Enclosed are the revised standard job descriptions, with supporting evaluation statements, for GS-15 and GS-14 Deputy for Programs and Project Management - Chief, Programs and Project Management Division positions at the district level. These descriptions replace the descriptions forwarded in my 20 March memorandum. The new descriptions should be applied upon receipt. The revised standard job analysis is also enclosed. The knowledge, skills, and abilities previously forwarded are not changed.

Encls

/S/
JOE N. BALLARD
Commanding

DEPARTMENT OF THE ARMY JOB DESCRIPTION		1. JOB NUMBER	
2. INSTALLATION OR HEADQUARTERS OFFICE U. S. Army Corps of Engineers		3. ORGANIZATIONAL LOCATION (Complete on organization copy only)	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE GS-340, Series Definition General Schedule Supervisory Guide		5. TITLE <div style="text-align: center;">Program Manager</div>	
		6. PAY SCHEDULE <div style="text-align: center;">GS</div>	7. OCC CODE <div style="text-align: center;">340</div>
		8. GRADE <div style="text-align: center;">14</div>	10. COMP LEVEL
		9. FAIR LABOR STANDARDS ACT <input checked="" type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right;"> </div> </div>			
12. JOB DESCRIPTION APPROVAL (COMPLETE ON ORGANIZATION COPY ONLY)			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATION RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS. <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right;"> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="font-size: small;">(Signature of Approving Supervisor)</div> <div style="font-size: small;">(Date)</div> </div>			
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION. <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right;"> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="font-size: small;">(Signature of Position Classification Specialist)</div> <div style="font-size: small;">(Date)</div> </div>			
13. STATEMENT OF DUTIES AND RESPONSIBILITIES <div style="text-align: center; font-size: large;">See Attached</div>			

Program Manager, GS-340-15

Works under the general administrative direction of the district commander who makes assignments of a very broad and general nature covering long range program plans, objectives and policies. The commander relies on incumbent to carry out assigned responsibilities with minimum guidance. Exercises considerable independent responsibility for accomplishing the district's mission referring to the commander only on those matters involving major problems. Guidelines include HQUSACE and division regulations, policy and procedures for Civil, Military, Environmental, and Support for Others programs. Recommendations and conclusions by the incumbent are considered as authoritative. Work is reviewed primarily in terms of the incumbents effectiveness in accomplishing corporate goals and objectives.

Incumbent serves as the Deputy for Programs and Project Management and Chief of the Programs and Project Management Division. This deputy is responsible for the vertical and horizontal integration of products to produce the projects and manage the program for the district. Incumbent is delegated full authority for management decisions related to major district Civil, Military, Environmental, and Support for Others programs and projects. Assures continuity of management in the executive office at times of change in commanders. Applies an extensive knowledge of management concepts, principles, and practices as well as a general knowledge of the methods, practices, and processes of technical disciplines. Management responsibilities involve projects requiring substantial technical effort by functional elements including Planning, Engineering, Construction, Operations and Real Estate; as well as substantial product delivery support from support organizations such as Contracting, Resource Management, Safety, Value Engineering, Logistics, and PAO. Projects may span several years and/or have potentially sensitive issues. Typical projects include Civil Works projects such as flood control, storm damage prevention, navigational projects such as channel improvements and lock and dam construction, environmental restoration, river stabilization, harbor development, etc.; Military projects such as but not limited to hospitals, airfields, barracks, industrial plants, training facilities, armories, etc.; and environmental projects typically including excavation of contaminated soils, groundwater pump and treatment systems, alternate water supply, and incineration of contaminated wastes.

Oversees and directs Programs and Project Management Division activities. Interfaces both internally and externally to assure that the corporate effort will result in quality projects on time and at a reasonable cost. Provides leadership in establishing and maintaining effective management processes and a work environment conducive to effective integration of technical functions of planning, engineering, construction, real estate, contracting and resource management with programs and project management.

1. Works closely with the commander, deputies and other principal staff, providing continuity of corporate leadership in assessing district mission and work requirements and in developing corporate plans, goals, and objectives. Confers with corporate managers to establish broad mission requirements and objectives, plan for accomplishment, review status and progress, provide management guidance and direction, and provide advice and/or decision on policy

Enclosure C1

matters. Assures the establishment of corporate goals on schedule, cost, scope, and budget in Project Management Plans (PMP) in coordination with functional elements. Provides overall continuity in corporate leadership to ensure commitments to and from customers/partners are met and project execution achieved. Implements controls to assure charges to projects reflect commitments to customers and partners on cost, quality, and schedules. Serves, along with the Director of Resource Management, as a member of the Regional Management Board, whose purpose is to allocate workload and review and recommend approval of district operating budgets to division commanders. As Executive Secretary, conducts the district Project Review Board (PRB) and elevates key issues to the district commander for resolution.

Directs the formulation of the district's ten year civil works program and annual program budget. Forecasts military construction and support for others. Prioritizes civil works program elements. Monitors studies, design and construction fiscal progress, analyzing deviations, problems, and develops solutions to assure commitments are met. Directs the preparation, compilation, review, analysis, and submission of all program data required for the district's program budget. Evaluates and interprets directives and policy instructions regarding civil works programs and estimates income.

As the senior civilian, provides continuity of corporate leadership and interfaces with potential customers and sponsors, represents the district commander at meetings, briefings, conferences, hearings, etc. with officials of other Federal agencies, state, county, and local authorities, and the public on matters relating to district capabilities on proposed and approved projects. Makes district commitments and speaks with the authority of the district commander in furnishing responses, solutions, and commitments to district capabilities. Serves as the responsible district spokesperson between the district and project sponsors and customers. Ensures commitments to and from potential sponsors are met. Resolves controversies among district elements, other Corps offices, Federal agencies and non-Federal sponsors. As the responsible district authority, develops and executes Feasibility Cost Sharing Agreements, Project Cooperation Agreements, Memoranda of Agreement/Understanding, and similar agreements within the district's authority. Establishes and maintains partnership with military and civil works project sponsors. Insures that customers are informed of the status of work and funds. Conducts periodic coordination meetings and program reviews to insure full understanding and communication on critical project issues, budget, and schedule.

2. As Chief of the Programs and Project Management Division (PPMD), supervises a staff of program and project managers, administrative and support team members. Directs the staff through subordinate supervisors. Has the authority to approve the full range of personnel management actions and may have approval authority for organizational change proposals recommended by subordinate supervisors. Develops long range organizational plans and goals. Assures that the equal opportunity programs for minority groups, minorities and disadvantaged persons are implemented, operational, and effective.

Defines the district's programs and project management goals. Develops coordinated positions with sponsors and customers and makes programming decisions that affect long range courses

of action of critical importance. Serves as an authoritative source for decisions and guidance dealing with compromises and changes in project objectives. Implements overall programs and project management guidance and policy. Oversees the management of actual project resource utilization (funds and manpower) to ensure effective resource utilization in compliance with the Project Study Plan (PSP) and Project Management Plan (PMP) and initiates action to align those resources within the PSP/PMP.

Provides management oversight and direction on the development of PSP/PMP's. Participates with functional divisions in development of the PSP/PMP. Resolves PSP/PMP issues with functional elements to assure optimum product schedule, cost, scope, acquisition plan, budget, and quality. Directs the allocation of project resources in accordance with PSP/PMP's to assure objectives and commitments are effectively met. Oversees all phases of major projects to insure integration and coordination within established timeframes and maintains corporate goals and objectives, consistent with commitments and policy, as well as measurable performance criteria. Conducts periodic program review and analysis briefings to compare progress with objectives and established milestones. Identifies areas where slippage is occurring and determines required corrective action to bring project in line with established schedules. Identifies needed changes in corporate emphasis during any project phase and either initiates or approves changes recommended by technical functions to maintain approved schedules and costs. Provides guidance for functional managers to facilitate the effective resolution of technical problems, conflicts, and controversial issues, insuring that project issues are quickly resolved.

3. Supports the district's readiness posture by developing and periodically updating emergency and mobilization plans for the assigned organization. Analyzes possible missions and prepares for the execution thereof through training, planning, and commitment of resources. Supports the Chief of Engineers' AOne Door to the Corps' concept of making experienced, trained personnel available to meet customer's needs. Performs other duties as assigned.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1 - 3 - 550 POINTS

Serves as Chief, PPMD and directs the work of an organization comprised of professional and administrative employees. As Chief of PPMD, is responsible for interfacing with the district's technical elements with prime responsibility for managing the district's projects through a matrix management structure and ensuring adherence to civil works, military, environmental and support for others project parameters to include schedule and cost, improving project continuity and customer interface, and ensuring consistent application of policy.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

Works under the general administrative direction of the district commander who also directs work through several other GS/GM-15 subordinate supervisors.

FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS

Plans and coordinates the work of the PPMD and manages the overall district program through a matrix management structure. Incumbent is delegated full authority to approve or disapprove the entire range of personnel actions, but not organizational change proposals for the Division. Serves as the senior advisor to the district commander, management staff of the district, customers, local representatives, etc., on program operations.

FACTOR 4A - PERSONAL CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Frequent contacts are with management and staff within the district, technical specialists and management of other districts, with division senior level officials, and with HQUSACE. Other contacts are with key representatives of customers and project sponsors, organized groups, engineering and construction industry officials, other government agencies, public action group representatives, and media reporters. Contacts generally occur in scheduled meetings, briefings, presentations, and conferences.

SUBFACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and guidance on program and project operations; obtain or commit resources for project execution; persuade or negotiate with concerned parties to gain compliance with established policies, regulations, and milestones; maintain effective communications and relations with district staff, local sponsors and other interested parties; and keep the district commander and division key management staff apprised of the status of program and project execution.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

A majority of the non-supervisory work directed is at the GS-12 level. Some GS-13 level positions exist, but not enough to constitute 25% of the workload.

FACTOR 6 - OTHER CONDITIONS - LEVEL 6-6 - 1325 POINTS

The organization supervised has several subordinate supervisors, each of whom directs a substantial workload at the GS-12 level or above. The position is required to exercise significant and extensive coordination and integration of programs and projects in the process of managing the organization.

TOTAL POINTS: 4105

EVALUATION STATEMENT
DEPUTY FOR PROGRAMS AND PROJECT MANAGEMENT
CHIEF, PROGRAMS AND PROJECT MANAGEMENT DIVISION
USACE DISTRICT

1. References.

- a. USOPM Series Definition, GS-340 Series.
- b. USOPM General Schedule Supervisory Guide, April, 1993.

2. Series and title determination.

The subject position manages in a line capacity the Programs and Project Management Division and, through a matrix management structure, the planning, design, construction, operations, resource management, and real estate programs of the district. Technical responsibility for functions other than Programs and Project Management remains with the Chiefs of the technical division involved. The paramount qualification requirement of this position is management and executive knowledge and ability. While a general knowledge of a broad range of engineering and scientific disciplines is helpful in performance, professional qualifications are not required. This type of managerial position is properly classified in the GS-340, Program Management Series.

3. Grade Determination:

The USOPM General Schedule Supervisory Guide is used to evaluate the grade level of this position as it is supervisory all of the time.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1-3 - 550 POINTS

This position directs a program segment (Programs and Project Management) that performs professional work affecting the entire management of the mission of the district and directly affecting the district's customers. The district's mission includes a wide variety of projects included in the civil works, military, environmental and support work for others programs. The projects are spread through a region consisting of one or more states and are for more than one agency. The project management performed by the incumbent materially affect the effectiveness, efficiency, and productivity of the district and assures that projects are completed on time and within budget and that they meet the needs of the customer. This meets, but does not exceed, Level 1-3.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

This position is accountable to the district commander who supervises several other GM-15 managers. This meets Level 2-3.

**FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS**

The position manages an organization with several subordinate units not further subdivided and is delegated authority for all 10 of the authorities and responsibilities described at Level 3-2c and more than 8 of those described at Level 3-3b. The position has authority for the full range of personnel actions recommended by the subordinate supervisors but not for organizational design proposals. This meets Level 3-3b but does not meet level 3-4b due to the lack of authority to approve organizational changes.

FACTOR 4 NATURE AND PURPOSE OF CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Contacts include other district managers, high ranking civilian and military officials at higher echelons and other districts, customers from other agencies, local industry officials, public interest group representatives, and elected officials at local, state, and Federal levels and their staffs. The contacts take place in scheduled meetings and conferences as well as informally within the district and often require the preparation of briefing materials and a technical familiarity with complex subject matter. This meets Level 4A-3. Level 4 is not met as contacts as described at that Level are not frequent and unexpected or hostile questioning is not normally encountered,

FACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and assistance on programs and project management; obtain and commit resources for project execution; maintain effective relationships with district staff, customers, local sponsors, and others; persuade others to gain compliance with regulations, policies, and milestones; and to keep higher level officials informed of the status of programs and project execution. The position often requires active participation in conferences, meetings, and presentations involving issues of major significance to the district's mission. This meets Level 4B-3 but does not meet Level 4 as intense opposition and resistance are not normally encountered and the persons contacted are not normally fearful, skeptical, or uncooperative.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

The majority of the workload of the Programs and Project Management Division is at the GS-12 level. Some nonsupervisory project managers are properly graded at the GS-13 level, but not enough to constitute 25% of the workload. Level 5-7 is assigned.

FACTOR 6 - OTHER CONDITIONS - 1325 POINTS

Subordinate supervisors each direct a substantial workload at the GS-12 level or, in situations where one subordinate supervisor directs workload at a lower level, that workload could be

assigned to the other supervisors without affecting the level of the typical work they direct. Extensive coordination and integration of programs and projects is required in managing the division. The incumbent makes major recommendations and decisions in four of the areas described at Level 6-5a (areas 2, 3, 5, & 6) as required to meet Level 6-6b when substantial workload at the GS-12 level is present. This includes restructuring, reorienting, recasting immediate and long range goals, objectives, plans, and schedules to meet substantial changes in legislation, program authority and funding; determining projects or program segments to be initiated, dropped or curtailed; determining the optimum mix of reduced operating costs and assurance of program effectiveness, including introduction of labor saving devices, automated processes, methods improvements, etc.; and determining the resources to devote to particular programs and projects. This meets the 6-6 Level.

SUMMARY:

Factor 1-3 - 550 Points

Factor 2-3 - 350 Points

Factor 3-3b - 775 Points

Factor 4A-3 - 75 Points

Factor 4B-3 - 100 Points

Factor 5-5 - 930 Points

Factor 6-6b - 1325 Points

Total 4105 Points converts to GS-15

CONCLUSION:

Based upon the above, the subject position is properly classified as:

Program Manager, GS-340-15

Program Manager, GS-340-14

Works under the general administrative direction of the district commander who makes assignments of a very broad and general nature covering long range program plans, objectives and policies. The commander relies on incumbent to carry out assigned responsibilities with minimum guidance. Exercises considerable independent responsibility for accomplishing the district's mission referring to the commander only on those matters involving major problems. Guidelines include HQUSACE and division regulations, policy and procedures for Civil, Military, Environmental, and Support for Others programs. Recommendations and conclusions by the incumbent are considered as authoritative. Work is reviewed primarily in terms of the incumbents effectiveness in accomplishing corporate goals and objectives.

Incumbent serves as the Deputy for Programs and Project Management and Chief of the Programs and Project Management Division. This deputy is responsible for the vertical and horizontal integration of products to produce the projects and manage the program for the district. Incumbent is delegated full authority for management decisions related to major district Civil, Military, Environmental, and Support for Others programs and projects. Assures continuity of management in the executive office at times of change in commanders. Applies an extensive knowledge of management concepts, principles, and practices as well as a general knowledge of the methods, practices, and processes of technical disciplines. Management responsibilities involve projects requiring substantial technical effort by functional elements including Planning, Engineering, Construction, Operations and Real Estate; as well as substantial product delivery support from support organizations such as Contracting, Resource Management, Safety, Value Engineering, Logistics, and PAO. Projects may span several years and/or have potentially sensitive issues. Typical projects include Civil Works projects such as flood control, storm damage prevention, navigational projects such as channel improvements and lock and dam construction, environmental restoration, river stabilization, harbor development, etc.; Military projects such as but not limited to hospitals, airfields, barracks, industrial plants, training facilities, armories, etc.; and environmental projects typically including excavation of contaminated soils, groundwater pump and treatment systems, alternate water supply, and incineration of contaminated wastes.

Oversees and directs Programs and Project Management Division activities. Interfaces both internally and externally to assure that the corporate effort will result in quality projects on time and at a reasonable cost. Provides leadership in establishing and maintaining effective management processes and a work environment conducive to effective integration of technical functions of planning, engineering, construction, real estate, contracting and resource management with programs and project management.

1. Works closely with the commander, deputies and other principal staff, providing continuity of corporate leadership in assessing district mission and work requirements and in developing corporate plans, goals, and objectives. Confers with corporate managers to establish broad mission requirements and objectives, plan for accomplishment, review status and progress, provide management guidance and direction, and provide advice and/or decision on policy

Enclosure C2

matters. Assures the establishment of corporate goals on schedule, cost, scope, and budget in Project Management Plans (PMP) in coordination with functional elements. Provides overall continuity in corporate leadership to ensure commitments to and from customers/partners are met and project execution achieved. Implements controls to assure charges to projects reflect commitments to customers and partners on cost, quality, and schedules. Serves, along with the Director of Resource Management, as a member of the Regional Management Board, whose purpose is to allocate workload and review and recommend approval of district operating budgets to division commanders. As Executive Secretary, conducts the district Project Review Board (PRB) and elevates key issues to the district commander for resolution.

Directs the formulation of the district's ten year civil works program and annual program budget. Forecasts military construction and support for others. Prioritizes civil works program elements. Monitors studies, design and construction fiscal progress, analyzing deviations, problems, and develops solutions to assure commitments are met. Directs the preparation, compilation, review, analysis, and submission of all program data required for the district's program budget. Evaluates and interprets directives and policy instructions regarding civil works programs and estimates income.

As the senior civilian, provides continuity of corporate leadership and interfaces with potential customers and sponsors, represents the district commander at meetings, briefings, conferences, hearings, etc. with officials of other Federal agencies, state, county, and local authorities, and the public on matters relating to district capabilities on proposed and approved projects. Makes district commitments and speaks with the authority of the district commander in furnishing responses, solutions, and commitments to district capabilities. Serves as the responsible district spokesperson between the district and project sponsors and customers. Ensures commitments to and from potential sponsors are met. Resolves controversies among district elements, other Corps offices, Federal agencies and non-Federal sponsors. As the responsible district authority, develops and executes Feasibility Cost Sharing Agreements, Project Cooperation Agreements, Memoranda of Agreement/Understanding, and similar agreements within the district's authority. Establishes and maintains partnership with military and civil works project sponsors. Insures that customers are informed of the status of work and funds. Conducts periodic coordination meetings and program reviews to insure full understanding and communication on critical project issues, budget, and schedule.

2. As Chief of the Programs and Project Management Division (PPMD), supervises a staff of program and project managers, administrative and support team members. Directs the staff through subordinate supervisors. Has the authority to approve the full range of personnel management actions and may have approval authority for organizational change proposals recommended by subordinate supervisors. Develops long range organizational plans and goals. Assures that the equal opportunity programs for minority groups, minorities and disadvantaged persons are implemented, operational, and effective.

Defines the district's programs and project management goals. Develops coordinated positions with sponsors and customers and makes programming decisions that affect long range courses

of action of critical importance. Serves as an authoritative source for decisions and guidance dealing with compromises and changes in project objectives. Implements overall programs and project management guidance and policy. Oversees the management of actual project resource utilization (funds and manpower) to ensure effective resource utilization in compliance with the Project Study Plan (PSP) and Project Management Plan (PMP) and initiates action to align those resources within the PSP/PMP.

Provides management oversight and direction on the development of PSP/PMP's. Participates with functional divisions in development of the PSP/PMP. Resolves PSP/PMP issues with functional elements to assure optimum product schedule, cost, scope, acquisition plan, budget, and quality. Directs the allocation of project resources in accordance with PSP/PMP's to assure objectives and commitments are effectively met. Oversees all phases of major projects to insure integration and coordination within established timeframes and maintains corporate goals and objectives, consistent with commitments and policy, as well as measurable performance criteria. Conducts periodic program review and analysis briefings to compare progress with objectives and established milestones. Identifies areas where slippage is occurring and determines required corrective action to bring project in line with established schedules. Identifies needed changes in corporate emphasis during any project phase and either initiates or approves changes recommended by technical functions to maintain approved schedules and costs. Provides guidance for functional managers to facilitate the effective resolution of technical problems, conflicts, and controversial issues, insuring that project issues are quickly resolved.

3. Supports the district's readiness posture by developing and periodically updating emergency and mobilization plans for the assigned organization. Analyzes possible missions and prepares for the execution thereof through training, planning, and commitment of resources. Supports the Chief of Engineers' AOne Door to the Corps® concept of making experienced, trained personnel available to meet customer's needs.
Performs other duties as assigned.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1 - 3 - 550 POINTS

Serves as Chief, PPMD and directs the work of an organization comprised of professional and administrative employees. As Chief of PPMD, is responsible for interfacing with the district's technical elements with prime responsibility for managing the district's projects through a matrix management structure and ensuring adherence to civil works, military, environmental and support for others project parameters to include schedule and cost, improving project continuity and customer interface, and ensuring consistent application of policy.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

Works under the general administrative direction of the district commander (Lt. Col. Or Col.) who does not direct through a number of GS-15 subordinate supervisors and there is not sufficient GS-15 workload.

FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS

Plans and coordinates the work of the PPMD and manages the overall district program through a matrix management structure. Incumbent is delegated full authority to approve or disapprove the entire range of personnel actions, but not organizational change proposals for the Division. Serves as the senior advisor to the district commander, management staff of the district, customers, local representatives, etc., on program operations.

FACTOR 4A - PERSONAL CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Frequent contacts are with management and staff within the district, technical specialists and management of other districts, with division senior level officials, and with HQUSACE. Other contacts are with key representatives of customers and project sponsors, organized groups, engineering and construction industry officials, other government agencies, public action group representatives, and media reporters. Contacts generally occur in scheduled meetings, briefings, presentations, and conferences.

SUBFACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and guidance on program and project operations; obtain or commit resources for project execution; persuade or negotiate with concerned parties to gain compliance with established policies, regulations, and milestones; maintain effective communications and relations with district staff, local sponsors and other interested parties; and keep the district commander and division key management staff apprised of the status of program and project execution.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

A majority of the non-supervisory work directed is at the GS-12 level. Some GS-13 level positions exist, but not enough to constitute 25% of the workload.

FACTOR 6 - OTHER CONDITIONS - LEVEL 6-6 - 1325 POINTS

The organization supervised has several subordinate supervisors, each of whom directs a substantial workload at the GS-12 level or above. The position is required to exercise significant and extensive coordination and integration of programs and projects in the process of managing the organization.

TOTAL POINTS: 4105

EVALUATION STATEMENT
DEPUTY FOR PROGRAMS AND PROJECT MANAGEMENT
CHIEF, PROGRAMS AND PROJECT MANAGEMENT DIVISION
USACE DISTRICT

1. References.

- a. USOPM Series Definition, GS-340 Series.
- b. USOPM General Schedule Supervisory Guide, April, 1993.

2. Series and title determination.

The subject position manages in a line capacity the Programs and Project Management Division and, through a matrix management structure, the planning, design, construction, operations, resource management, and real estate programs of the district. Technical responsibility for functions other than Programs and Project Management remains with the Chiefs of the technical division involved. The paramount qualification requirement of this position is management and executive knowledge and ability. While a general knowledge of a broad range of engineering and scientific disciplines is helpful in performance, professional qualifications are not required. This type of managerial position is properly classified in the GS-340, Program Management Series.

3. Grade Determination:

The USOPM General Schedule Supervisory Guide is used to evaluate the grade level of this position as it is supervisory all of the time.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1-3 - 550 POINTS

This position directs a program segment (Programs and Project Management) that performs professional work affecting the entire management of the mission of the district and directly affecting the district's customers. The district's mission includes a wide variety of projects included in the civil works, military, environmental and support work for others programs. The projects are spread through a region consisting of one or more states and are for more than one agency. The project management performed by the incumbent materially affect the effectiveness, efficiency, and productivity of the district and assures that projects are completed on time and within budget and that they meet the needs of the customer. This meets, but does not exceed, Level 1-3.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

This position is accountable to the district commander (Lt. Col. or Col.) who does not supervise several GS-15 managers and does not have a substantial GS-15 level workload. This meets, but does not exceed, Level 2-2

**FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS**

The position manages an organization with several subordinate units not further subdivided and is delegated authority for all 10 of the authorities and responsibilities described at Level 3-2c and more than 8 of those described at Level 3-3b. The position has authority for the full range of personnel actions recommended by the subordinate supervisors but not for organizational design proposals. This meets Level 3-3b but does not meet level 3-4b due to the lack of authority to approve organizational changes.

FACTOR 4 NATURE AND PURPOSE OF CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Contacts include other district managers, high ranking civilian and military officials at higher echelons and other districts, customers from other agencies, local industry officials, public interest group representatives, and elected officials at local, state, and Federal levels and their staffs. The contacts take place in scheduled meetings and conferences as well as informally within the district and often require the preparation of briefing materials and a technical familiarity with complex subject matter. This meets Level 4A-3. Level 4 is not met as contacts as described at that Level are not frequent and unexpected or hostile questioning is not normally encountered,

FACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and assistance on programs and project management; obtain and commit resources for project execution; maintain effective relationships with district staff, customers, local sponsors, and others; persuade others to gain compliance with regulations, policies, and milestones; and to keep higher level officials informed of the status of programs and project execution. The position often requires active participation in conferences, meetings, and presentations involving issues of major significance to the district's mission. This meets Level 4B-3 but does not meet Level 4 as intense opposition and resistance are not normally encountered and the persons contacted are not normally fearful, skeptical, or uncooperative.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

The majority of the workload of the Programs and Project Management Division is at the GS-12 level. Some nonsupervisory project managers are properly graded at the GS-13 level, but not enough to constitute 25% of the workload. Level 5-7 is assigned.

FACTOR 6 - OTHER CONDITIONS - 1325 POINTS

Subordinate supervisors each direct a substantial workload at the GS-12 level or, in situations where one subordinate supervisor directs workload at a lower level, that workload could be

assigned to the other supervisors without affecting the level of the typical work they direct. Extensive coordination and integration of programs and projects is required in managing the division. The incumbent makes major recommendations and decisions in four of the areas described at Level 6-5a (areas 2, 3, 5, & 6) as required to meet Level 6-6b when substantial workload at the GS-12 level is present. This includes restructuring, reorienting, recasting immediate and long range goals, objectives, plans, and schedules to meet substantial changes in legislation, program authority and funding; determining projects or program segments to be initiated, dropped or curtailed; determining the optimum mix of reduced operating costs and assurance of program effectiveness, including introduction of labor saving devices, automated processes, methods improvements, etc.; and determining the resources to devote to particular programs and projects. This meets the 6-6 Level.

SUMMARY:

Factor 1-3 - 550 Points

Factor 2-3 - 350 Points

Factor 3-3b - 775 Points

Factor 4A-3 - 75 Points

Factor 4B-3 - 100 Points

Factor 5-5 - 930 Points

Factor 6-6b - 1325 Points

Total 4105 Points converts to GS-15

CONCLUSION:

Based upon the above, the subject position is properly classified as:

Program Manager, GS-340-15

JOB ANALYSIS PROGRAM MANAGER,-340-14/15

MAJOR DUTY

As Deputy for Programs and Project Management, delegated full authority for management decisions related to major district Civil, Military, Environmental, and Support for Others programs and projects. Applies an extensive knowledge of management concepts Principles, and practices. Assures that the corporate effort Will result in quality projects on time and at a reasonable cost. Provides leadership in establishing and maintaining effective management processes and a work environment conducive to effective integration of technical functions of planning, engineering, construction, operations and real estate; as well as support functions such as contracting, resource management, safety, value engineering, logistics and public affairs.

As Chief of the Programs and Project Management Division, Supervises a staff of program and project managers, administrative and support team members. Provides technical and administrative oversight and direction for all division activities. Responsible for the vertical and horizontal integration of products to produce the projects and manage the program for the district.

As the senior civilian, provides continuity of corporate leadership, interfaces with potential customers and sponsors, represents the district commander at meetings, briefings, conferences, hearings, etc., with officials

KSA

Ability to balance the integration of technical requirements knowledge with program and project business processes in establishing program/policy goals which reflect Organizational goals, priorities, and values and to exercise leadership in implementing objectives and making decisions on the best business practices for the overall corporate good.

Ability to develop and lead multi-disciplinary teams and team members to carry out complex projects and programs that cross functional/technical boundaries, and promulgate and implement solutions supporting the program and project management business process.

Knowledge of corporate vision, goals, strategies, technologies, and business practices and capabilities; and ability to articulate the corporate knowledge, vision, and philosophy to public entities in a self-confident, assuring manner.

Enclosure C3

of other Federal agencies, state, county, and local authorities and the public on matters relating to district capabilities on proposed and approved projects. Makes district commitments speaks with the authority of the district commander in furnishing responses.

Implements controls to assure charges to projects reflect commitments to customers and partners on cost, quality, and schedules. Serves as a member of the Regional Management Board.

Ability to develop acquire, and allocate resources to effectively accomplish multiple project/program goals within established thresholds.

/S/ 29 May 1998

JOE N. BALLARD/DATE

APPENDIX D

CEHR-E (690-500)

7 July 1998

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Programs and Project Manager Positions

1. References:

a. Memorandum, CEHR-E, 30 June 1993, subject: Position Classification Guidance for Project Management Positions.

b. Memorandum, CEHR-E, 20 April 1995, subject: Position Classification Guidance for Project Management Positions.

c. Memorandum, CEHR-E, dated 20 March 1998, subject: Deputy for Programs and Project Management Positions.

2. Reference a provided model job descriptions for project manager positions at the GS-801-12 and GS-801-13 levels. Reference b clarified that it was not the intent for all project managers to be engineers and provided examples of other series that might be appropriate. Reference c provided revised standard job descriptions classified to the GS-340 series along with standard knowledges, skills, and abilities required to perform the position of Deputy for Programs and Project Management/Chief, Programs and Project Management Division. The GS-340 series will be used for supervisory positions at the MSC and district levels, but cannot be used for nonsupervisory positions at those levels.

3. The great majority of project manager positions at district level are classified as engineers; however, experience has demonstrated that a broader mix of knowledges enhances the effectiveness of the project management function. A broad knowledge of management, coupled with a technical knowledge of USACE projects, is required. With the implementation of new project manager business practices as identified in ER 5-1-11, we must assure that USACE has the @best and brightest@ in district project manager positions. Two or more job descriptions should be prepared for each position. One of these descriptions would be classified as interdisciplinary in professional occupational series corresponding to the nature of the project. The other descriptions would be classified to individual nonprofessional series, also related to the project. To assist with this endeavor, a list of series which should be considered when classifying these positions as interdisciplinary is provided at enclosure 1. A second list of series which can be used on single discipline job descriptions is at enclosure 2. Two sample interdisciplinary job descriptions are also provided at enclosures 3 and 4 to serve as guides when

CEHR-E (690-500)

SUBJECT: Programs and Project Manager Positions

developing job descriptions locally. At enclosure 5 is an example of a description at the interdisciplinary GS-12 level. Evaluation statements for both GS-12 and GS-13 project managers are at enclosures 6 and 7.

4. Similarly, the great majority of program management positions in MSC Programs Management Directorates (PMD) are classified as engineers. A broad knowledge of management coupled with a technical knowledge of USACE projects and funding sources is also required at the MSC level. To accomplish this, supervisory PMD positions at the GS-14 and GS-15 levels should be classified to the GS-340 series. Other program manager positions, including nonsupervisory GS-14 positions, should be classified as interdisciplinary, using not more than 10 to 12 of the occupational series at enclosure 1, and to individual series selected from those at enclosure 2. This will require that two or more job descriptions be prepared for each position.

5. Point of contact for this action is Monroe A. Major, telephone 202-761-0331.

7 Encls
as

/S/
JOE N. BALLARD
Lieutenant General, USA
Commanding

SERIES WHICH CAN BE USED

INTERDISCIPLINARY

GS-101, Social Scientist
GS-110, Economist
GS-150, Geography
GS-193, Archeologist
GS-401, Biologist
GS-460, Forestry
GS-480, Fish & Wildlife Administration
GS-482, Fishery Biologist
GS-486, Wildlife Biologist
GS-801, General Engineer
GS-807, Landscape Architect
GS-808, Architect
GS-810, Civil Engineer
GS-819, Environmental Engineer
GS-830, Mechanical Engineer
GS-850, Electrical Engineer
GS-896, Industrial Engineer
GS-1301, Physical Scientist
GS-1315, Hydrologist
GS-1320, Chemist
GS-1350. Geologist

SERIES WHICH CAN BE USED

NOT INTERDISCIPLINARY

GS-020, Community Planning
GS-023, Outdoor Recreation Planning
GS-025, Park Ranger
GS-028, Environmental Protection Specialist
GS-1008, Interior Designer
GS-1170, Realtor

CITATION TO APPLICABLE STANDARD

OPM PCS, GS-810, Part IV, Jun 66

Programs and Project Mgmt Div
Environmental Project Mgmt Br

Interdisciplinary
GS-xxx-13

FLSA Exempt

SUPERVISORY CONTROLS

Works under the direction of the Chief, Environmental Project Management Branch who provides very general supervision. Incumbent is fully responsible for assigned functional program and projects, referring to the supervisor only those matters impacting projects outside the employee's jurisdiction, requiring higher level intervention, requiring policy formulation, or matters likely to generate significant interest or controversy. Work is reviewed for achievement of results.

MAJOR DUTIES

The incumbent is responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, design, construction, and direction of major projects to support a specific functional program (i.e., Department of Energy, Air Force, Formerly Used Defense Sites, Army, etc). Applies an extensive knowledge of management concepts, principles, methods and practices as well as knowledge of methods, practices, and processes of engineering and science disciplines necessary for assessment and remediation of complex environmental restoration sites. The position requires a broad technical background and experience in various functions; a full and in-depth understanding of the Corps of Engineers' procedures and authorization and appropriation processes; and a strong management background. The incumbent is required to integrate customer requirements and participation into a comprehensive management and regulatory plan that is fully coordinated with all contributing agencies and organizations including various functional elements within the district, establishing

Enclosure D3

responsibilities and setting expectations; controlling and managing assigned project's budget and schedule, assuring the District commitments to the customer and regulator are met; and serving as the district's primary point of contact for customer and other external agencies on assigned projects.

1. Project Management.

Serves as Project Manager, responsible for the overall management, control, coordination and execution of assigned programs and projects. Implements corporate decisions, guidance, laws, regulations, and policy in the development of the project and intermediate products in support of the program. Negotiates and integrates all district functions (i.e., planning, design, cost engineering, construction, real estate, contracting, etc.), customer needs, regulatory requirements and other agencies' commitments in support of assigned projects into a comprehensive management plan. Within this plan, integrates project scope and criteria, schedules and milestones, budgets, and responsibilities of the participating parties, assumptions and risks, contingencies, and performance measurement criteria. Responsible for obtaining and maintaining the district corporate commitment to the management plan. Participates in district programming decisions affecting long and short range courses of action for assigned projects. Provides input to the district operating budget related to projects assigned.

2. Coordinates the planning, design, cost engineering, construction, and environmental considerations, etc., for environmental restoration projects of considerable scope and complexity as measured by their diversity, geographical area, management demands, technical intricacies, and public/regulatory issues. Projects managed are complicated by multiple local stakeholders; major technical issues; conflicting interests of Federal, state and local government agencies, business and industry groups, and private citizens; a variety of statutes and regulations; a high incidence requirement for special equipment, materials, design features; unique projects with special acquisition strategies, or close agency scrutiny because of size and economic implications and top-level approvals required. Typical environmental project assignments include heavy metal sediment stabilization, hazardous landfill closure, bioremediation, groundwater extraction and treatment, vapor extraction, soil washing, incineration and assessment of sites containing explosive waste, fuel related contaminants, heavy metals, semi-volatile and volatile, and radiological waste.

3. Controls and manages project milestones and budgets from preliminary assessments through remediation and initial operations. Allocates project funds to district elements, consistent with progress attained, and measures and monitors performance to assure commitments of all parties are being maintained. Reviews and analyzes cost reports to assure charges are authorized and appropriate; identifies unauthorized charges and assures

corrective actions are taken for the ultimate disposition of inappropriate charges. Reviews project progress, measuring performance and taking necessary corrective actions to maintain agreed upon schedule and cost. Based on performance trends, forecasts schedule, budget, manpower, or quality problems and ensures proper resolution of issues raised. Reconciles sponsor/customer concerns, assuring that all participating parties are informed of project progress, issues and impacts. Reviews and approves, within authorities provided, project cost and schedule changes. Endorses all products produced in support of the project, and has the authority and responsibility to challenge those products. Manages project contingency funds to ensure efficient and effective utilization. Provides status reports on projects assigned (progress, issues and trends) to the district corporate leadership (Project Review Board).

4. Represents the District Commander, serving as the district's primary point of contact for projects assigned with customer, Federal, state and local government agencies, Congressional interests, other external organizations and higher authorities. Responsible for keeping the customer fully informed of project progress, issues and their resolution, and any impacts on costs. Assures that customer or other agencies' participation in the project is in accordance with the agreed upon management plan, that customer commitments including cash payments and in-kind services are being maintained, and that customer fiscal status remains secure and in accordance with established policies. Assures early identification of customer problems or issues and facilitates the resolution of identified problems or issues in the most appropriate manner. Responsible for the development of all required customer and Corps of Engineers agreements, leading the negotiation of such agreements on the part of the Corps of Engineers.

Performs other duties as assigned.

This is an interdisciplinary position classifiable to no more than 10 - 12 series selected from the attached list.

CITATION TO STANDARD
OPM PCS, GS-810, Part IV, Jun 1966

Programs and Project Management Div.
Civil Project Management Branch

Interdisciplinary
GS-xxx-13

FLSA Exempt

SUPERVISORY CONTROLS

Works under the very general direction of the Deputy for Programs and Project Management, who assigns work in general terms of overall objectives and results desired. The incumbent is expected to plan and execute the work under changing project management parameters. Clears, through supervisor or Project Review Board, plans or decisions to take short-cuts or to make compromises considered risky or extreme within the context of standard guides, precedents and techniques. Independently initiates project directives, reports, conferences, etc., and represents the organization in negotiations with the client, states, municipal authorities, interested parties, and local governments. Work is reviewed for the attainment of organizational goals and project results.

MAJOR DUTIES

Provides expert project management for projects of high dollar value (\$100 to over \$200 million in total cost) of national priority, of environmental sensitivity, of extraordinary urgency, or having similar requirements. Assures the efficient, effective, and timely accomplishment and coordination of the planning, design and construction phases. Prepares, presents and testifies on behalf of the District before state and local governments, contractors, other agencies, and Congress. In addition, coordinates the preparation of the project budget; the preparation of various cost, milestone, and management reports; and the staffing of internal and external reviews. Is the district's primary point of contact with the local sponsor throughout the project's life.

1. Serves as the project manager. Reviews and evaluates the status of projects for attainment of objectives. Plans, programs and oversees cost and schedule execution of the planning, design, and construction of projects in coordination

Enclosure D4

with the functional chiefs of each area to assure that the projects are completed within guidelines and objectives. Initiates, manages, administers and approves plans that translate project objectives into completed functional phases. Reviews and approves funding and manpower estimates to assure that there are sufficient resources to support project objectives. Reviews and approves operating plans and approaches, establishes overall project priorities, procedures, and short and long range goals. Reviews project criteria, construction progress, and contract modifications and conceives of and/or approves or processes the approval of major changes. Evaluates the status of projects against established milestones and objectives by analyzing information presented and directs actions required to maintain established schedules and to assure the attainment of goals and objectives. Resolves highly difficult technical and administrative project problems, obtaining Project Review Board or supervisory approval, as required.

2. Represents the District when dealing with the local, state and municipal authorities for the project and is responsible for furnishing authoritative responses to project questions and issues. Speaks with the authority of the Deputy for Programs and Project Management at conferences and with the press on all issues including those of a critical or controversial nature arising during the life of the project.

3. Participates, with key district personnel, in defining project goals and in preparing a master plan for accomplishment. Makes major plans and programming decisions that effect long and short range courses of critical action for the projects. Serves as the authoritative source for decisions and guidance dealing with compromises and changes in project objectives. Implements overall project guidance and policy. Adapts and interprets policy to assure a uniform and balanced project within the framework of District policies, programs, and objectives. Assures that the projects incorporate the most advanced science and technology and that they are structured, staffed and managed to be responsive to requirements. Establishes the technical framework and guidance for accomplishment of objectives within the District's in house and contractual capabilities.

Performs other duties as assigned.

This is an interdisciplinary position classifiable to no more than 10 to 12 series selected from the attached list.

CITATION TO APPLICABLE STANDARD

OPM PCS, GS-810, Part IV, Jun 66

Programs and Project Mgmt Div
Environmental Project Mgmt Br

Interdisciplinary
GS-xxx-12

FLSA Exempt

SUPERVISORY CONTROLS

Works under the direction of the Chief, Environmental Project Management Branch who provides very general supervision. Incumbent is fully responsible for assigned functional program and projects, referring to the supervisor only those matters impacting projects outside the employee's jurisdiction, requiring higher level intervention, requiring policy formulation, or matters likely to generate significant interest or controversy. Work is reviewed for achievement of results.

MAJOR DUTIES

The incumbent is responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, design, construction, and direction of projects to support a specific functional program (i.e., Department of Energy, Air Force, Formerly Used Defense Sites, Army, etc). Applies a knowledge of management concepts, principles, methods and practices as well as knowledge of methods, practices, and processes of disciplines necessary for assessment and remediation of environmental restoration sites. The position requires a broad technical background and experience in various functions; a full and in-depth understanding of the Corps of Engineers= procedures and authorization and appropriation processes; and a strong management background. The incumbent is required to integrate customer requirements and participation into a comprehensive management and regulatory plan that is fully coordinated with all contributing agencies and organizations including various functional elements within the district, establishing responsibilities and setting expectations; controlling and managing

Enclosure D5

assigned projects= budget and schedule, assuring the District commitments to the customer and regulator are met; and serving as the district's primary point of contact for customer and other external agencies on assigned projects.

1. Project Management.

Serves as Project Manager, responsible for the overall management, control, coordination and execution of assigned programs and projects. Implements corporate decisions, guidance, laws, regulations, and policy in the development of the project and intermediate products in support of the program. Negotiates and integrates all district functions (i.e., planning, design, cost engineering, construction, real estate, contracting, etc.), customer needs, regulatory requirements and other agencies' commitments in support of assigned projects into a comprehensive management plan. Within this plan, integrates project scope and criteria, schedules and milestones, budgets, and responsibilities of the participating parties, assumptions and risks, contingencies, and performance measurement criteria. Responsible for obtaining and maintaining the district corporate commitment to the management plan. Participates in district programming decisions affecting long and short range courses of action for assigned projects. Provides input to the district operating budget related to projects assigned.

2. Coordinates the planning, design, cost engineering, construction, and environmental considerations, etc., for environmental restoration projects of normal scope and complexity as measured by their diversity, geographical area, management demands, technical intricacies, and public/regulatory issues. Projects managed are complicated by local stakeholder interests; technical issues; interests of Federal, state and local government agencies, business and industry groups, and private citizens; a variety of statutes and regulations; a requirement for some special equipment, materials, design features; and agency scrutiny. Typical environmental project assignments include heavy metal sediment stabilization, hazardous landfill closure, groundwater extraction and treatment, vapor extraction, soil washing, incineration and assessment of sites containing explosive waste, and fuel related contaminants.

3. Controls and manages project milestones and budgets from preliminary assessments through remediation and initial operations. Allocates project funds to district elements, consistent with progress attained, and measures and monitors performance to assure commitments of all parties are being

maintained. Reviews and analyzes cost reports to assure charges are authorized and appropriate; identifies unauthorized charges and assures corrective actions are taken for the ultimate disposition of inappropriate charges. Reviews project progress, measuring performance and taking necessary corrective actions to maintain agreed upon schedule and cost. Based on performance trends, forecasts schedule, budget, manpower, or quality problems and ensures proper resolution of issues raised. Reconciles sponsor/customer concerns, assuring that all participating parties are informed of project progress, issues and impacts. Reviews and approves, within authorities provided, project cost and schedule changes. Endorses all products produced in support of the project, and has the authority and responsibility to challenge those products. Manages project contingency funds to ensure efficient and effective utilization. Provides status reports on projects assigned (progress, issues and trends) to the district corporate leadership (Project Review Board).

4. Represents the District Commander, serving as the district's primary point of contact for projects assigned with customer, Federal, state and local government agencies, Congressional interests, other external organizations and higher authorities. Responsible for keeping the customer fully informed of project progress, issues and their resolution, and any impacts on costs. Assures that customer or other agencies' participation in the project is in accordance with the agreed upon management plan, that customer commitments including cash payments and in-kind services are being maintained, and that customer fiscal status remains secure and in accordance with established policies. Assures early identification of customer problems or issues and facilitates the resolution of identified problems or issues in the most appropriate manner. Responsible for the development of all required customer and Corps of Engineers agreements, leading the negotiation of such agreements on the part of the Corps of Engineers.

Performs other duties as assigned.

This is an interdisciplinary position classifiable to no more than 10 to 12 series selected from attached list.

EVALUATION STATEMENT GS-13 PROJECT MANAGER

1. REFERENCE:

OPM PCS, Civil Engineering Series, GS-810, Part IV, June 1966.

2. GRADE DETERMINATION:

a. INTRODUCTION:

The project manager in the Corps of Engineers is responsible for managing the project from planning to completion. The Project Manager integrates all the processes and functions involved in the project, including planning, engineering, design, construction, and other technical functions. The position must coordinate actions and decisions with these elements, resolving conflicts and settling issues arising by dealing with technical managers who are responsible for their technical phase of the project. The PM is responsible for the overall quality of the project, assuring that the technical quality meets the expectations of the customer. In addition, the manager is responsible for assuring that the project meets schedule, cost and scope objectives established through negotiations with the customer and included in the Project Management Plan. This involves coordination and negotiation with customers and political entities affected by or affecting the project. The project manager allocates funds to all elements of the project and assures that costs do not exceed projected allocations. The PM is the primary point of contact between the District and external entities affected by the project. He manages through a matrix management process, controlling schedules and costs while individuals involved are supervised by their technical elements.

b. DETERMINATION OF STANDARD:

In absence of a directly applicable standard for measurement of matrix management, GS-810, Part IV is determined to be appropriate for comparison. The standard measures the job by three factors, scope and complexity of facilities, range of facilities engineering and level of responsibility. While the standard is written to apply to "constructed facilities", it is intended to measure positions "which may have responsibility pertaining to any or all phases of the engineering of facilities, such as the following: initiation of technical and economic feasibility studies, development of proposals for work and budget approval, planning and design, construction, and maintenance." Subject job, in performing the full range of project management, transcends these functions and can be measured by application of the standard with due consideration for those matrix management responsibilities not measured by the standard.

c. APPLICATION OF STANDARD:

Scope and Complexity of Facilities

(1) The scope and technological characteristics of the facilities

The facilities for which the project manager has responsibility are complicated by major technical engineering issues, representing a high incidence requirement for special equipment, materials, and design features. These include major training facilities, research facilities, medical centers/hospitals, power plants, national test facilities, or major locks and dams. For environmental projects, facilities may include heavy metal sediment stabilization, hazardous landfill closures, chemical waste containment, etc. These facilities meet and in some cases exceed those described at the GS-13 level in the standard in example 1, p. 62: "The facilities support a considerable variety of activities, and range from administration, barracks and service facilities to hospitals, laboratories, wind tunnels, airfields, and family housing with appurtenant community facilities." They also are characteristic of those at example 2, p. 63: "The projects included range from local protection works (such as levees and channel improvements) to major multiple purpose projects (usually including facilities for power production, flood control, navigation, water supply, fish and wildlife preservation and recreation)."

(2) Number and diversity of organizations involved

There is an extensive diversity/number of organizations involved in the management of projects. These include multiple local sponsors /customers, Federal, state and local government agencies, business and industry groups and private citizens. This extensive diversity/number clearly meets example 1 for the GS-13 level, p. 62 and example 2, p. 63.

(3) Range of jurisdictional control over facilities

The projects managed involve a complicated maze of jurisdictional controls with frequently conflicting interests of Federal, state and local government agencies which, for military projects, involve DOD components (Army, Air Force, Defense agencies) as well as component MACOMs and state/local government jurisdictions where the installation is located. Civil and environmental projects involve other Federal agencies (Energy, Interior, Agriculture, Transportation, Commerce, and others), a multitude of state/county/municipal and multi-county water control and/or conservation district customers/sponsors. These extensive jurisdictional relationships involving multiple sponsors/customers and/or extending over a considerable geographic area substantially meet examples 1 and 2 for the GS-13 level, p. 62-63: "A. coordinates the program for planning, designing and constructing facilities for one of the military services in an area of several states" and "A responsible for program development, control and conservation, in a watershed area covering portions of several states." Although some projects are within the boundaries of one state (i.e., California, Texas), the multitude of agency/county/local jurisdictional controls are significantly more extensive than an entire region of several states.

(4) Degree of urgency and/or public interest associated with projects or programs

Projects involve a high degree of urgency and public interest. Projects normally impact the local economy and frequently affect the economy of a sizeable geographic or population area. This urgency and interest requires the project manager to obtain the cooperation of other agencies and state/local government entities, frequently defend current schedules and funding and make decisions involving judgments based on significant experience. The nature of this urgency and public interest somewhat exceeds examples 1 and 2 at the GS-13 level pp. 62-63: "The engineer must provide guidance and information to, and obtain the cooperation of officials of the military agency served, a variety of governmental officials and groups in the states and localities that have jurisdiction over economic planning, land use, utilities operations and services in areas where facilities are located..." and "The engineer must consider and coordinate many elements relating to budget and funds requirements and availability of engineering resources."

Based on comparison to cited examples, Scope and Complexity of Facilities is determined to fully meet the GS-13 level.

Range of Facilities Engineering Activities Managed

The range of facilities engineering activities managed includes the phases of planning, developing, designing, constructing, and directing engineering projects of considerable scope and complicated by their diversity, geographical area, management demands, technical intricacies, and public issues. This range of activities clearly meets the GS-13 level as described in p. 61, "The GS-13 level is typified by full responsibility for development and/or coordination over a broad range of facilities engineering activities, covering a variety of complex facilities in a sizeable geographic area." Subject job substantially exceeds the description for the GS-12 level described at p. 59, in which the range of activities is limited to construction, "At the operating level of a construction agency, coordinates construction activities for a few large projects (such as for a multiple purpose dam, power plant, reservoir, and associated relocation and construction of utilities and community facilities) or for an extensive group of smaller projects (such as levees, channel improvements, bank stabilization, flood control reservoirs, and floodways)."

Based on comparison to cited examples, the range of facilities is determined to fully meet the GS-13 level.

Level of Responsibility

Subject job manages projects in a District. This is determined to meet definitions of "operating level" in a "construction agency". The project manager applies an extensive

Knowledge of management concepts, principles, methods and practices as well as methods, practices and processes of engineering and science disciplines. The project manager is fully responsible for projects managed and carries out assignments subject to review for achieving results. This level of responsibility meets the GS-13 level as described in p. 61, "The GS-13 engineer receives assignments on the basis of recognized competence, demonstrated through considerable experience related to the area of assignment. He is subject to very general supervision, his work being judged mainly for achievement of productive results."

Based on comparison to cited example, the level of responsibility is determined to fully meet the GS-13 level.

d. CONCLUSION

Based on the determination that the scope and complexity of facilities for which the job has engineering management responsibility, the range of facilities engineering activities managed and the level of responsibility assigned all fully meet the GS-13 level described in cited standard, the job is graded at GS-13 level.

EVALUATION STATEMENT GS-12 PROJECT MANAGER

1. REFERENCE:

OPM PCS, Civil Engineering Series, GS-810, Part IV, June 1966.

2. GRADE DETERMINATION:

a. INTRODUCTION:

The project manager in the Corps of Engineers is responsible for managing the project from planning to completion. The Project Manager integrates all the processes and functions involved in the project, including planning, engineering, design, construction, and other technical functions. The position must coordinate actions and decisions with these elements, resolving conflicts and settling issues arising by dealing with technical managers who are responsible for the technical phase of the project. The PM is responsible for the overall quality of the project, assuring that the technical quality meets the expectations of the customer. In addition, the manager is responsible for assuring that the project meets schedule, cost and scope objectives established through negotiations with the customer and included in the Project Management Plan. This involves coordination and negotiation with customers and political entities affected by or affecting the project. The project manager allocates funds to all elements of the project and assures that costs do not exceed projected allocations. The PM is the primary point of contact between the District and external entities affected by the project. He or she manages through a matrix management process, controlling schedules and costs while individuals involved are supervised by their technical elements.

b. DETERMINATION OF STANDARD:

In the absence of a directly applicable standard for measurement of matrix management, GS-810, Part IV is determined to be appropriate for comparison. The standard measures the job by three factors, scope and complexity of facilities, range of facilities engineering and level of responsibility. While the standard is written to apply to "constructed facilities", it is intended to measure positions which may have responsibility pertaining to any or all phases of the engineering of facilities, such as the initiation of technical and economic feasibility studies, development of proposals for work and budget approval, planning and design, construction, and maintenance. Subject job, in performing the full range of project management, transcends these functions and can be measured by application of the standard with due consideration for those matrix management responsibilities not measured by the standard.

Enclosure D7

c. APPLICATION OF STANDARD:

Scope and Complexity of Facilities

(1) The scope and technological characteristics of the facilities

The facilities for which the project manager has responsibility are of substantial scope, are situated at different locations under different managers and require resolution of substantial technical engineering issues. These include local flood control projects, whole barracks renewal, hospital additions, aviation fuel storage, warehouse facility construction, harbor deepening, and toxic soil containment. These facilities meet those described at the GS-12 level in the standard in example 1, p. 59, although cited examples are descriptive of facilities for which the engineer coordinates only construction activities: "...coordinates construction activities for a few large projects (such as for a multiple purpose dam, power plant, reservoir, and associated relocation and construction of utilities and community facilities) or for an extensive group of smaller projects (such as levees, channel improvements, bank stabilization, flood control reservoirs, and floodways)."

(2) Number and diversity of organizations involved

There is substantial diversity/number of organizations involved in the management of projects. These include projects in different locations or under the control of different managers involving multiple-party interest, Federal, state and local government agencies, business and industry groups and private citizens. This substantial diversity/number meets the criteria described in paragraph 3, p.59, "The presence of problems of responding to different activity requirements or standards, and of compliance with differing legal and technical requirements under various jurisdictions, differentiates this level from grade 11". Also, example 1 for the GS-12 level, p. 59, "...coordinating engineering and other technical and administrative matters between field project offices and higher levels in the organization;"

(3) Range of jurisdictional control over facilities

The projects managed involve a complicated maze of jurisdictional controls with frequently conflicting interests of Federal, state, and local government agencies which, for military projects, involve DOD components as well as component MACOMs and state/local government jurisdictions where the installation is located. Civil and environmental projects involve other Federal agencies such as Energy, Interior, Agriculture, Transportation, and Commerce and a multitude of state/county/municipal and multi-county water and/or conservation district customers. These extensive jurisdictional relationships involving multiple sponsors substantially exceed the example at the GS-12 level on p. 59, "The presence of problems of responding to different activity requirements or standards, and of

compliance with differing legal and technical requirements under various jurisdictions, differentiates this level from grade 11." Also example 1 for the GS-12 level, p. 59, A...coordinating engineering and other technical and administrative matters between field project offices and higher levels in the organization;...@

(4) Degree of urgency and/or public interest associated with projects or programs

Projects involve a relatively high degree of urgency and public interest. Projects normally impact the local economy and frequently affect the economy of a sizeable geographic or population area. This urgency and interest requires the project manager to obtain the cooperation of other agencies and state/local governments entities, frequently defend current schedules and funding and make decisions involving judgments based upon significant interest. The nature of this urgency and public interest somewhat exceeds examples 1 and 2 at the GS-13 level on p. 62-63.

Since three of the four subfactors meet the GS-12 level and one meets the GS-13 level, based upon comparison to cited examples, Scope and Complexity of Facilities is determined to fully meet the GS-12 level.

Range of Facilities Engineering Activities Managed

The range of facilities engineering activities managed includes the phases of planning, developing, designing, constructing, and directing engineering projects of considerable scope which are complicated by their diversity, geographical area, management demands, technical intricacies, and public issues. This range of activities exceeds those described at the GS-12 level in the standard in example 1, p. 59, although cited examples are descriptive of facilities for which the engineer coordinates only construction activities: "...coordinates construction activities for a few large projects (such as for a multiple purpose dam, power plant, reservoir, and associated relocation and construction of utilities and community facilities) or for an extensive group of smaller projects (such as levees, channel improvements, bank stabilization, flood control reservoirs, and floodways)." However, the GS-13 level is typified by full responsibility for development and/or coordination over a broad range of facilities engineering activities, covering a variety of complex facilities in a sizeable geographic area. Subject job does not fully meet that level description.

Based on comparison to cited examples, the range of facilities is determined to fully meet the GS-12 level.

Level of Responsibility

Subject job manages projects in a District. This is determined to meet definitions of "operating level" in a "construction agency". The project manager applies an extensive knowledge of management concepts, principles, methods and practices and receives little

technical guidance. Decisions and recommendations are considered authoritative where conventional practices are the norm. This level of responsibility meets the GS-12 level as described on p. 59, "GS-12 engineers work with considerable freedom from technical guidance, and their recommendations for action in matters of normal engineering practice are considered authoritative. GS-12 engineers are expected to obtain supervisory guidance or clearance on actions that may be of a controversial nature, or that represent a new approach or course for the organization."

Based on comparison to cited example, level of responsibility is determined to fully meet the GS-12 level.

d. CONCLUSION

Based on a determination that the scope and complexity of facilities for which the job has engineering management responsibility, the range of facilities engineering activities managed and the level of responsibility assigned all fully meet the GS-12 level described in cited standard, the job is graded at GS-12 level.

APPENDIX E

CEHR-E

21 Dec 1998

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Combination of Planning and Program/Project Management Organizations

1. References:

- a. CEHR-ZE memorandum dated 6 February 1998, subject: Recruitment for Program Manager (GS-340 Series)
- b. CEHR-E memorandum dated 20 March 1998, subject: Deputy for Programs and Project Management Positions.
- c. CEHR-E memorandum dated 29 May 1998, subject: Deputy for Programs and Project Management Positions
- d. CEHR-E memorandum dated 7 July 1998, subject: Programs and Project Manager Positions

2. It is command policy that Deputy for Programs and Project Management (P/PM) positions, as well as subordinate supervisory positions in the P/PM organization which include P/PM responsibilities, be classified in the GS-340 series. The authority you have to combine the Planning organization with the Program/Project Management organization does not change that policy.

3. Chiefs of Planning will continue to be classified as interdisciplinary when that function is: 1) completely separate within the P/PM organization, 2) a stand alone organization or 3) combined with other technical organizations. If you elect the first scenario, you must ensure that the functions remain separate. If the two functions become co-mingled under a common supervisor, that position will be a program manager and classified in accordance with paragraph 2.

CEHR-E

SUBJECT: Combination of Planning and Program/Project Management Organizations

4. You must obtain my approval for any one-of-a-kind positions in the P/PM organization which you think should be classified differently from the guidance above.
5. Enclosed for your information is a chart which summarizes command policy on classification of programs and project management positions.

Encl

/s/

JOE N. BALLARD
Lieutenant General, USA
Commanding

DEPARTMENT OF THE ARMY JOB DESCRIPTION		1. JOB NUMBER	
2. INSTALLATION OR HEADQUARTERS OFFICE U. S. Army Corps of Engineers		3. ORGANIZATIONAL LOCATION (Complete on organization copy only)	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE GS-340, Series Definition General Schedule Supervisory Guide		5. TITLE <div style="text-align: center;">Program Manager</div>	
		6. PAY SCHEDULE <div style="text-align: center;">GS</div>	7. OCC CODE <div style="text-align: center;">340</div>
		8. GRADE <div style="text-align: center;">15</div>	
		9. FAIR LABOR STANDARDS ACT <input checked="" type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	10. COMP LEVEL
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right;"> </div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div></div> <div style="text-align: right;"> </div> </div>			
12. JOB DESCRIPTION APPROVAL (COMPLETE ON ORGANIZATION COPY ONLY)			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATION RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS. <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right;"> </div> </div>			
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION. <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right;"> </div> </div>			
13. STATEMENT OF DUTIES AND RESPONSIBILITIES <div style="text-align: center; font-size: 1.2em;">See Attached</div>			

PROGRAMS AND PROJECT MANAGEMENT POSITIONS

ORG LEVEL	SERIES	STD JD	MODEL JD	CLASS GUIDANCE
HQ USACE				
Directors of Programs Management (Both DMP & DCW)	ES-340	SES		JD prepared at HQ USACE, approved by HQDA
Program Management Supervisors	GS-340 GS-15		Written by Management Oct 98	CEHR-E Memo 13 Apr 98
Non-supervisory Program Managers	GS-340 GS-14	Written by Management Oct 98		CEHR-E Memo 13 April 98
MSC LEVEL				
Directors of Programs Management	ES-340 SES			JD Prepared at HQ USACE, approved by HQDA
Program Management Supervisors	GS-340 GS-14 & 15			CG Memo 7 July 98
Non-supervisory technical jobs	Interdisciplinary GS-13 & 14			CG Memo 7 July 98
DISTRICT LEVEL				
Deputy for Programs and Project Management	GS-340 GS-14 & 15	CG Memo 29 May 98		
Program Management Supervisors	GS-340 GS-14			CG Memo 7 July 98
Non-supervisory Project Managers	Inter/Multi-disciplinary GS-12 & 13		CG Memo 7 July 98	
ANY LEVEL				
Supervisor of pure technical function (i.e., planning) in PPMD	Interdisciplinary or technical GS-15/14			CG Memo 21 Dec 98